

# Mulligans Commission

**AGENDA • March 12, 2015**

City Hall, Executive Conference Room

**Members:** Deanna Kaufman • Don Shelton • Don Tingey • Doug Brown • Dustin Lewis • Mark Seethaler • Max Shoura

## Hello and Get Going

4:30pm

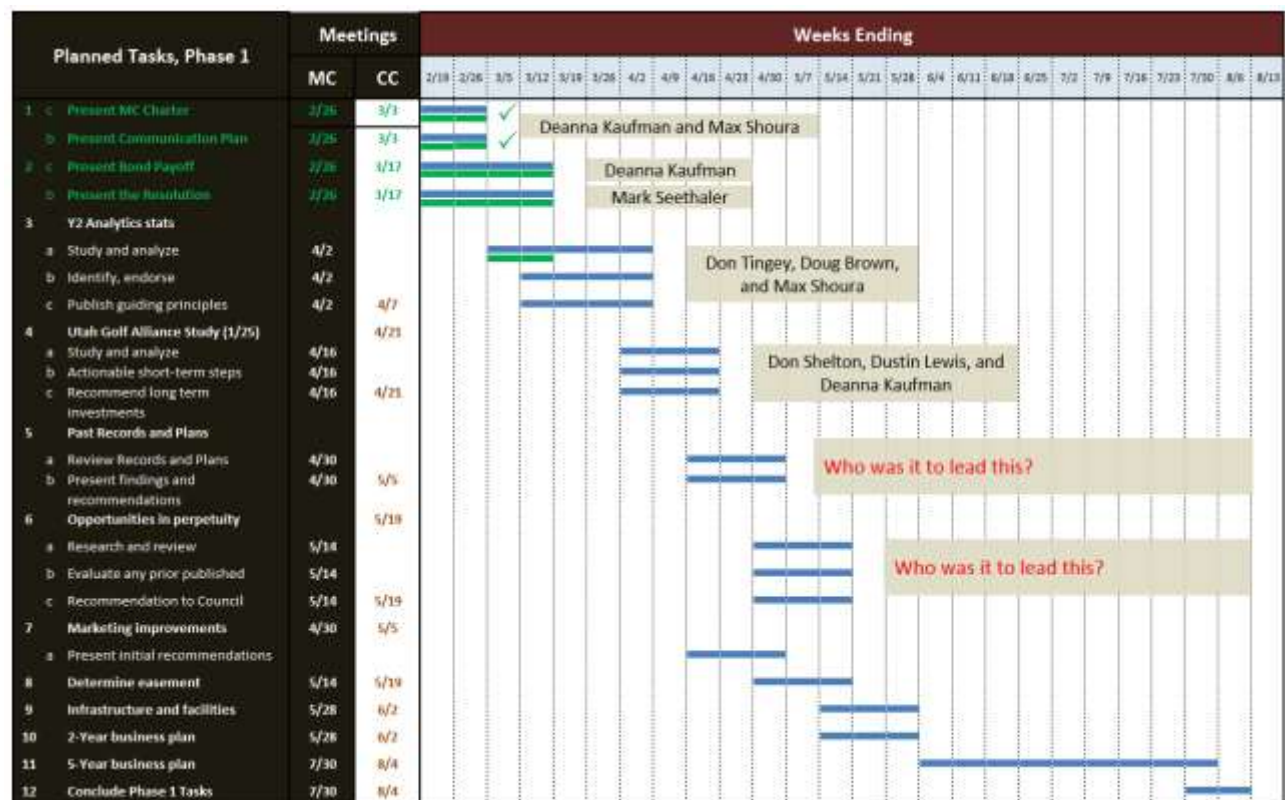
Acknowledge Attendance/Quorum/Visitors

## Reference Notes, Actions, and Follow-up issues from prior Meetings

4:35pm • Discussion and Calendar Overview -

- Max Shoura - Schedule of Tasks and Assignments
- Mark - Clarifying Assignments

When	Who	What
Th 3/12/15	All	Mulligans Commission Meeting, 4:30-6:00pm – See Items Below
Tu 3/17/15	Deanna	Presentation to City Council in support of Resolution to payoff Bond
Tu 3/17/15	Mark	Sponsor a final-draft resolution to the CC for paying off the Mulligans B
Th 3/19/15	All	Mulligans Commission Meeting, 4:30-6:00pm
Th 3/19/15	DonT/Max/Doug	Presentation to MCM on findings/principles from Y2 Analytics Survey
Th 3/26/15	All	Mulligans Commission Meeting, 4:30-6:00pm
Th 4/2/15	All	Mulligans Commission Meeting, 4:30-6:00pm
Th 4/16/15	All	Mulligans Commission Meeting, 4:30-6:00pm



## **Finalization of Bond Payoff Support and Resolution for 3/17/15 Council**

4:45pm

Mark Seethaler • Deanna Kaufman PowerPoint presentation (attached)

Resolution R2015-19 • Bond Payoff (attached)

## **Discussion of Council Commitments regarding the future of Mulligans**

5:00pm

Don Shelton • Mulligans Resolutions and fulfilling all Council Commitments

## **Present and Discuss Past Mulligans Proposals and Plans**

5:20pm

Don Tingey • Identify the ‘inventory’ of plans/proposals/people that could add to the discussion of future Mulligans’ considerations

## **Initial Discussion of the Elements and Considerations of Producing a Mulligans Marketing Plan**

5:35pm

Don Shelton •

## **Miscellaneous Reports and Closing Comments**

5:50pm

## **Confirm Assignments, Next Meeting & Close**

5:55pm

Next Meeting: 4:30-6:00pm, Thursday March 19, 2015, Executive Conference Room



# Mulligans Commission

Recommendation Favoring  
Mulligans Bond Payoff April 2015

City Council Meeting, March 17, 2015



## Agenda

- Immediate positive financial impacts
  - Interest savings
  - High rate of return
  - Reduction in city debt level
  - Free cash flow
- Cash positive advantages – today and tomorrow
- Investing in open space is good public policy
- Recommendation in favor of Resolution R2015-17

## Interest Savings

- After 4/1/2015 the Mulligans bond is callable and can be paid off to **avoid all future principal and interest payments**

\$4,640,000	– payable bonds
<u>- 724,031</u>	– reserve amount
\$3,915,969	– net amount for Mulligans bond payoff

- **No additional fees** assessed, due to call provision
- As much as **\$1,653,562** in interest expense will be **saved** by South Jordan

• Mulligans Commission – Bond Payoff

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## High Rate of Return

- Discounting the interest savings to 2015 dollars, the present value savings over the remaining life of the bond payments is **\$1,170,525**
- This computes to an internal rate of return of approximately **30%**

• Mulligans Commission – Bond Payoff

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## Decrease Debt Level, Improve Cash Flow, and Reduce Risk

Payment Date	Principal Payment	Coupon	Interest Payment	Total Pmt
10/1/2015	-	-	\$ 91,868.75	\$ 91,868.75
4/1/2016	\$ 250,000	4.000%	\$ 91,868.75	\$ 341,868.75
10/1/2016	-	-	\$ 94,868.75	\$ 94,868.75
4/1/2017	\$ 260,000	4.000%	\$ 94,868.75	\$ 354,868.75
10/1/2017	-	-	\$ 98,668.75	\$ 98,668.75
4/1/2018	\$ 270,000	5.000%	\$ 98,668.75	\$ 368,668.75
10/1/2018	-	-	\$ 82,918.75	\$ 82,918.75
4/1/2019	\$ 285,000	4.000%	\$ 82,918.75	\$ 367,918.75
10/1/2019	-	-	\$ 77,218.75	\$ 77,218.75
4/1/2020	\$ 295,000	4.000%	\$ 77,218.75	\$ 372,218.75
10/1/2020	-	-	\$ 71,318.75	\$ 71,318.75
4/1/2021	\$ 310,000	4.125%	\$ 71,318.75	\$ 381,318.75
10/1/2021	-	-	\$ 64,925.00	\$ 64,925.00
4/1/2022	\$ 320,000	4.125%	\$ 64,925.00	\$ 384,925.00
10/1/2022	-	-	\$ 58,325.00	\$ 58,325.00
4/1/2023	\$ 335,000	4.250%	\$ 58,325.00	\$ 393,325.00
10/1/2023	-	-	\$ 51,206.25	\$ 51,206.25
4/1/2024	\$ 345,000	4.250%	\$ 51,206.25	\$ 396,206.25
10/1/2024	-	-	\$ 43,875.00	\$ 43,875.00
4/1/2025	\$ 360,000	4.250%	\$ 43,875.00	\$ 403,875.00
10/1/2025	-	-	\$ 36,225.00	\$ 36,225.00
4/1/2026	\$ 375,000	4.500%	\$ 36,225.00	\$ 411,225.00
10/1/2026	-	-	\$ 27,787.50	\$ 27,787.50
4/1/2027	\$ 395,000	4.500%	\$ 27,787.50	\$ 422,787.50
10/1/2027	-	-	\$ 18,900.00	\$ 18,900.00
4/1/2028	\$ 410,000	4.500%	\$ 18,900.00	\$ 428,900.00
10/1/2028	-	-	\$ 9,675.00	\$ 9,675.00
4/1/2029	\$ 430,000	4.500%	\$ 9,675.00	\$ 439,675.00
	\$ 4,640,000	-	\$ 1,653,562.50	\$ 6,293,562.50

• Mulligans Commission – Bond Payoff

- Decrease overall debt level for the city
- Paying off the callable bonds after 4/1/15 frees up a total of **\$6,293,563** (less interim interest due at payment date) through FY2029
- Removes risk that cash shortfalls from Mulligans to pay the bond (~\$450K annually) must be found from other City sources



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## Advantages – Today and Tomorrow

- Enabling Mulligans to operate cash positive frees up net operating funds for reinvestment:
  - Near term (2015-2016):
    - Facility upgrades
    - Improved service offerings
    - Expanded marketing programs
  - Future: capital improvements, to be determined, that would add to appeal and increase usage and benefit of Mulligans
- Eventually, excess Mulligans cash could:
  - Benefit South Jordan ongoing, contributing surplus cash to the city – something unique for a city recreational operation
  - Contribute to distinctive opportunities (e.g. potential arts endowment) that otherwise would not be afforded from General Fund resources

• Mulligans Commission – Bond Payoff



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# Good Public Policy

Other municipalities along the Wasatch Front have used general funds to purchase open space for:

- Open space preservation
- Public recreation (hiking, biking, horseback riding, trailheads)
- Geological assets, nature area, and riparian habitat conservation



Corner Canyon



Suncrest



Bonneville Shoreline Preserve



Kilyon Canyon



• Mulligans Commission – Bond Payoff

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## Examples: Municipal Open Space Initiatives

Municipality	Date	Area	Acreage	Funding	Purpose	Notes
Draper	2005	Corner Canyon	1,021	Bonding and grants	Open space preservation, public recreation (hiking, biking, horseback riding, trailheads)	Salt Lake County holds the permanent conservation easement on the property to prevent future Draper governments from selling the property.
Salt Lake County / Open Space Program	2006	Bonneville Shoreline Preserve	56	Open Space bond program	Trail, nature area, buffer zone between foothills and cities of Salt Lake and South Salt Lake	
Salt Lake County / Open Space Program	2010	Kilyon Canyon	265	Open Space bond program	Preserve geologic assets and old growth conifers; protect riparian habitat; public enjoyment	
Draper	2012	Suncrest	2,400	Re-allocation of capital funds budget; re-financing of other city bonds to take advantage of lower interest rates	Open space, access to trailheads in the mountains; other plans TBD	

• Mulligans Commission – Bond Payoff

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# Recommendation

- **Positively consider Resolution R2015-19** to pay-off the Mulligans bonds outstanding once callable on April 1, 2015
- Factor the nine supporting arguments in the 'Whereas' clauses
- Reserve the required funding as specified in SECTION 2
- Benefit from debt reduction, interest savings, and a cash-positive, self-sustaining and improved Mulligans Golf & Games



• Mulligans Commission – Bond Payoff

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## **RESOLUTION R2015-19**

### **A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SOUTH JORDAN, UTAH, RESOLVING ON A PLAN TO FULLY REDEEM THE BONDS OUTSTANDING WHICH ARE COLLATERALIZED BY MULLIGANS GOLF AND GAMES**

**WHEREAS**, Mulligans Golf and Games was purchased by the City of South Jordan on June 29, 2004 and the original 15-year Municipal Building Authority Adjustable Rate Lease Revenue Bonds were refinanced on September 13, 2005; and

**WHEREAS**, this bond obligation (currently totaling \$4,880,000.00 in outstanding principal amount) continues to the present time and will require approximately \$450,000.00 annually in principal and interest payments from the Mulligans Enterprise Fund through 2029; and

**WHEREAS**, this bond obligation has been determined by Bond Counsel and Underwriters to be redeemable without fees or penalties starting April 1, 2015; and

**WHEREAS**, principal of \$240,000.00 and interest of \$99,868.75 for a total payment of \$344,668.75 is due and payable on April 1, 2015, after which the remaining principal amount of the bond outstanding will be \$4,640,000.00; and

**WHEREAS**, the amount of City cash required under the terms of the bond to be held in reserve since September 2005 is \$724,031.00 – which amount will be freed-up upon full bond repayment, effectively reducing the new cash required to redeem the bonds; and

**WHEREAS**, a total of \$1,653,562.00 in future interest expense will be saved if the bonds were redeemed when callable on April 1, 2015; and

**WHEREAS**, a net present value (NPV) calculation identifies paying off these bonds as promoted by this Resolutions would produce a savings internal rate (IRR) of return of approximately 30%; and

**WHEREAS**, per city budget projections and discussion with the City Council as recently as February 26, 2015, the City of South Jordan has and can make available sufficient funds for the pay-off of the Mulligans bond on or about April 1, 2015; and

**WHEREAS**, the South Jordan City Council finds it in the best interest of the financial welfare for the residents of the City of South Jordan to pay-off of the Mulligans bond on or about April 1, 2015

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF SOUTH JORDAN CITY, UTAH AS FOLLOWS:**

**SECTION 1. Redemption.** The City Council hereby directs the City Manager, Chief Financial Officer, and City Legal Counsel to make all financial and legal preparations, required notices and notifications and to redeem the Mulligans bond as of (or as soon as practical thereafter) April 1, 2015. In doing so, the City Council of the City of South Jordan affirms its position to retain and preserve ownership of the Mulligans property as publicly-owned open space for public



gathering and enjoyment and as an enhanced and beautiful gateway to the City of South Jordan.

**SECTION 2. Funding.** The total funds required to make the payment of approximately \$4,640,000.00 be allocated and made available from the following sources – a) \$724,031.00 from the bond reserve as referenced above, and b) approximately \$3,915,969.00 (remaining principal amount due, plus any accrued interest to the date of payment) from the Fiscal 2014 operating surplus. In doing so, the City Council has reviewed operational, projected and capital needs of the City and assures its residents that all necessary and required expenditures (including a third fire station) are incorporated in the budget under final design for the upcoming fiscal year.

**SECTION 3. Accounting Treatment.** The loan payoff will originate from the City's General Fund and be recorded as a non-interest-bearing loan receivable from the Mulligans Enterprise Fund. The Mulligans Enterprise Fund will reflect the total pay-off amount as a liability and be obliged for a minimum annual payment (starting on the first anniversary date of the loan) of \$20,000.00 in order to properly qualify this loan transaction under GASB authoritative guidelines. Loan repayments (beyond the minimum annual payment) from the Mulligans Enterprise Fund to the General Fund are addressed in the following section.

**SECTION 4. Future Cash Flow.** Upon redemption of the Mulligans bond obligation, approximately \$450,000.00 in annual payments (total of \$6,293,562.00) will no longer be required from the Mulligans Enterprise Fund to the bondholders – through the year 2029. This improved annual cash flow will serve these prioritized purposes: A) Ensure that the collective Mulligans operation generates positive cash flow each year – meeting its full obligations without requirement of cash supplement, loans, or no-charge services from other sources of cash within the City. B) Fund improvements to the Mulligans facilities, attractions, programs, and marketing efforts, consistent with a business plan for both improved quality/presentation of the facility, and its operating success. C) Contribute to planned and approved capital projects to further improve the offerings, attractiveness, and usability of the Mulligans property, as researched, presented, budgeted, and approved from time to time by the City Council. D) Repay the no-interest obligation to the City's General Fund as surplus and repayment amounts are determined from time to time by the City Council through its annual budgeting and approval process.

**APPROVED BY THE CITY COUNCIL OF THE CITY OF SOUTH JORDAN, UTAH,  
ON THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2015 BY THE FOLLOWING VOTE:**

	YES	NO	ABSTAIN	ABSENT
Mark Seethaler	_____	_____	_____	_____
Chuck Newton	_____	_____	_____	_____
Donald Shelton	_____	_____	_____	_____
Steve Barnes	_____	_____	_____	_____
Christopher Rogers	_____	_____	_____	_____

## Mulligans Commission Meeting Notes • 3/12/15

All in attendance except Deanna Kaufman, who is traveling for her work and was excused from this meeting. However, she did join by phone at 4:47pm.

Don Tingey indicated he visited with a resident on the phone this week and helped by answering questions about Mulligans and the process undergone to this point.

Clarified that Don Tingey, Doug, and Max will present their views and analysis from the Y2 Survey at our meeting next week - March 19<sup>th</sup> for 30 minutes. Clearly there is a desire for open space, a desire to protect the property - which will lead to certain policy decisions, so there will not be a disconnect.

Regarding the Utah Golf Alliance discussion with our Mulligans Commission on 4/2, Don Tingey will send the link/pdf of the minutes for the Golf Alliance to those on this team.

The only concern expressed regarding structuring the payoff as a 'loan' to Mulligans was a question asked by Don Shelton regarding the administrative issues and lack of flexibility. He will be following up with Legal and Finance to clarify any property restrictions and accounting/fund issues.

Don Shelton distributed copies of Resolution R2014-77 (public outreach on the Mulligans issue, passed 4-1 on 9/2/14) calling our attention to the Attachment A, Phase 1 as follows -

- 1. Considered completed and some in process
- 2. Considered complete
- 3a. Don Tingey will obtain the meeting reference and distribute information
- 3b. Utah Golf Alliance with Mulligans Commission report scheduled for 4/2/15
- 3c. Drop need for agreement with development consultant ... will reconsider a recommendation only if a and when it pertains to enhancing Mulligans consistent with the principles already stated

### Phase 2.

- 1a. Obvious public preference was revealed. Therefore, sections i and ii are not applicable
- 1b. Being realized now with the work of the Mulligans Commission
- 2. Public outreach to socialize the options
- 2a. Media being considered now
- 2b. Town Hall - discussed the desire to present an option
- 2c. Second Survey - discussion about this, given 'such a strong consensus indicated in the first survey.' Don indicated that as the author of R2014-77 - if there were ambiguity (which there is not) the most appropriate method/approach is to narrow the options with public input (include the open house)

### Phase 3.

- 31. Public hearing - definitely will do in this order
- 32. Final Council decision by Resolution. Yes. However, the 2/15/15 deadline (surprise) was unreasonable (to accomplish all the above steps)

We discussed that a Resolution that acknowledges and supersedes this R2014-77 may be the best route for a number of reasons, including -

1. Acknowledging the items, dates, commitments - know now they were not realistic
2. Acknowledging Resolution items that are completed and closed-out
3. Setting forth complementary plans with target dates to complete outstanding commitments - either as originally conceived or with the benefit of the responsibilities managed through the Mulligans Commission.

Don Shelton is working on a Resolution to 'acknowledge and supersede' this R2014-77. He will bring a draft to our Mulligans Commission for our 4/2 meeting, expecting to present this to the City Council for their consideration and vote on Tuesday April 7<sup>th</sup>.

We next talked about former Mulligans business plans, led by Don Tingey.

Mulligans staff prepared an undated business plan during the first year of ownership (2004). It was more of a current assessment than a plan, talking about hours of operation, offerings, suggestions for improvements to the golf course, inventories the equipment, touches on staffing, etc.

This report was mostly informational and did not trigger specific actions or other plans. But it did provide some reference for the subsequent analysis.

In July 2005, Kelly Pfof, internal management analyst, prepared a more extensive analysis pulling together financial data from 2004, 05, 06 with charts, pro forma financials, fee comparisons and recommendations, etc. Nothing more formal has been analyzed or prepared since then, according to Don Tingey.

This report was a 'springboard' for the following few years of Mulligans' operations such as fee structures, programs, promotions, financial performance, etc. Basically the benefit of this analysis/guideline recommendations continued until the economic downturn which impacted Mulligans' revenue and profitability of Mulligans, beginning in 2009.

Interestingly, Iceberg Drive Inn leased space from about 2005-2008 within the Mulligans clubhouse and a document (about 2007) was also prepared (which Don Tingey had located) to reflect their investment and expectations.

Don recommends next steps to include a development of a 'real' business model. Pricing, capital improvements, marketing, programs, etc. must be analyzed to a business and operating plan for long-term improvement and sustainability. Since this new plan will be addressed by the Mulligans Commission, these historical documents will be helpful at face value, yet going-forward decisions, plans and actions must take all current, relevant factors into consideration in order to produce plan(s) that will best benefit the upgrading of Mulligans to meet the objectives established.

We agreed to encourage the review of past plans through to marketing plan process and to include the re-posting of these specific past plans in concert with (appendix to, etc.) the new plan.

Deannaa mentioned that the Mulligans Commission proposed website link had been sent late last night. We all agreed to review this and provide any last comments back to Deannaa.

Draft action calendar for the Mulligans Commission.

<b>When</b>	<b>Who</b>	<b>What</b>
Th 3/12/15	All	Mulligans Commission Meeting, 4:30-6:00pm – See Items Below
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Th 3/19/15	DonT/Max/Doug	Presentation to MCM on findings/principles from Y2 Analytics Survey
Th 3/26/15	All	Mulligans Commission Meeting, 4:30-6:00pm
Th 4/2/15	All	Mulligans Commission Meeting, 4:30-6:00pm
Th 4/2/15	Don Shelton	Discuss Resolution to 'acknowledge and supersede' R2014-77
Tu 4/7/15	Don Shelton	Sponsor the CC Resolution to tie-out R2014-77
Th 4/16/15	All	Mulligans Commission Meeting, 4:30-6:00pm

The meeting adjourned at 6:07pm.

### **Appendix to March 12, 2015 Mulligans Commission Meeting Notes**

## **RESOLUTION R2014-77**

### **A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SOUTH JORDAN, UTAH, SETTING FORTH A PUBLIC INFORMATION AND COMMUNITY OUTREACH PLAN**

**WHEREAS**, Mulligans Golf and Games ("Mulligans") was purchased for \$12,500,000 by the City of South Jordan on June 29, 2004 and the original 15-year Municipal Building Authority Adjustable Rate Lease Revenue Bonds were refinanced on September 13, 2005 at a principal amount of \$9,505,000; and

**WHEREAS**, this bond obligation continues to the present time and requires approximately \$450,000 annually in principal and interest payments, and as of June 30, 2014 an amount totaling \$4,880,000 remained to be repaid; and

**WHEREAS**, Mulligans annual revenues for the past ten years of City ownership have been 'flat' at about \$1.2 million annually; and

**WHEREAS**, during the ten years of City operation, ended June 30, 2014 the Mulligans operation has required infusions of cash from the City to meet bond repayment obligations, the cost of capital improvements, and certain operating shortfalls; and

**WHEREAS**, the Mulligans operation, assets, activities, programs, user fees, and promotions have not been independently reviewed to improve the results of operations, and the user experience – and thus possibly increase the profitability of this operation; and

**WHEREAS**, upon original purchase, the Mulligans operation was placed into and accounted for within an Enterprise Fund (as defined by GASB, the Governmental Accounting Standards Board) which fund is expressly reserved for 'business-type activities similar to those found in the private sector; and

**WHEREAS**, the loans and continued public financing of a portion of the Mulligans activities calls into question the propriety of the City retaining Mulligans as a taxpayer-subsidized enterprise; and

**WHEREAS**, the River Front Parkway Development and Mulligans are a treasured part of South Jordan City, referred to often as the "gateway" to the community; as such, the continued and future use of the Jordan River area, including also the land upon which Mulligans is located, is a critical issue for every taxpayer and resident of the City; and

**WHEREAS**, the City Council has a fiduciary responsibility to develop, operate, and maintain City assets in a manner that promotes the health, safety, and general welfare of all taxpayers and residents of the City; and

**WHEREAS**, the City Council wants to know and understand the desires of residents concerning Mulligans; and

**WHEREAS**, all residents should have ready access to the history and current status of the Property in order to (i) understand possible future options and opportunities, and (ii) to form educated opinions and preferences, related to Mulligans; and

**WHEREAS**, effective methodology, including professional survey research and broad public outreach is needed to receive well-informed, accurately representative resident input.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF SOUTH JORDAN CITY, UTAH AS FOLLOWS:**

**SECTION 1. Goal.** The City Council hereby adopts the following goal relative to the continued operation and disposition of Mulligans Golf and Games: OUR GOAL as a South Jordan City Council is to fairly evaluate and adopt the best options, uses, and opportunities for Mulligans which consider the desires of our city residents, the unique characteristics of the Mulligans property, the recommendations of qualified professionals, the principles of operational and environmental sustainability, our commitment to fiscal responsibility, and the enjoyment and best interests of our community.

**SECTION 2. Objectives to Accomplish the Goal.** To accomplish the aforementioned Goal, the City Council hereby adopts the following objectives:

1. Inform South Jordan residents of the process that will be used to make a decision regarding Mulligans;
2. Communicate through the news media, social media, and direct communications, and other proven public outreach techniques so residents have an opportunity to accurately understand all the possibilities and ramifications of various uses of Mulligans;
3. Provide multiple opportunities for residents to provide suggestions and input, via public hearings, web site, social media, and other proven community outreach tools;
4. Measure public opinion using both qualitative and quantitative research; and
5. Maintain an open, transparent process that is fair to everyone.

**SECTION 3. Public Information & Community Outreach Plan.** The foregoing objectives will be accomplished through the implementation of a public information & community outreach plan ("Plan") as outlined in Attachment A.

**SECTION 4. Continued Operation of Mulligans.** Notwithstanding any processes, polling, analysis, or proposals for any Mulligans repurposing, it is hereby acknowledged that the Mulligans operations will continue uninterrupted, at a minimum, through the 2015 season.


**SECTION 5. Severability.** If any section, clause or portion of this resolution is declared invalid by a court of competent jurisdiction, the remainder shall not be affected thereby and shall remain in full force and effect.

**SECTION 6. Effective Date.** This resolution shall be effective immediately upon its passage.



APPROVED BY THE CITY COUNCIL OF THE CITY OF SOUTH JORDAN,  
UTAH, ON THIS 2<sup>ND</sup> DAY OF Sept., 2014 BY THE FOLLOWING  
VOTE:

	YES	NO	ABSTAIN	ABSENT
Mark Seethaler	<u>X</u>	___	___	___
Chuck Newton	<u>X</u>	___	___	___
Donald Shelton	<u>X</u>	___	___	___
Steve Barnes	___	<u>X</u>	___	___
Christopher Rogers	<u>X</u>	___	___	___

Mayor:   
David L. Alvord

Attest:   
City Recorder

Approved as to form:

  
Office of the City Attorney



*(ATTACHMENT A)*

Public Information & Community Outreach Plan ("Plan") Relative to Sustainability and  
Development of Mulligans

**GOAL**

OUR GOAL as a South Jordan City Council is to fairly evaluate and adopt the best options, uses, and opportunities for Mulligans which consider the desires of our city residents, the unique characteristics of the Mulligans property, the recommendations of qualified professionals, the principles of operational and environmental sustainability, our commitment to fiscal responsibility, and the enjoyment and best interests of our community.

**INTRODUCTION**

Mulligan is a treasured part of South Jordan City, referred to often as the "gateway" to the community. As such, the continued and future use of the Jordan River area, including also the land upon which Mulligans is located, is a critical issue for every taxpayer resident of the City. This Plan outlines a transparent, fair, and open process to inform South Jordan residents regarding the options and opportunities associated with Mulligans.

The City Council wants to know and understand the desires of residents concerning Mulligans. All residents should have ready access to the history and current status of Mulligans in order to (i) understand possible future options and opportunities, and (ii) to form educated opinions and preferences, related to Mulligans.

Scientifically measured public opinion to gauge resident attitude and values, as well as broad community outreach, are needed to receive accurate representative citizen input and promote informed opinions and decisions.

**(NOTE:** As each step of the Plan as outlined progresses, the City Council may adjust timelines and/or modify by addition or deletion, steps or processes to enhance and more effectively facilitate the Goal and purposes for the Plan)

## **WORK PLAN & TIMELINE \***

### ***Phase 1 – Establish the Vision and Direction***

#### **1) Public Information Regarding Work Plan & Timeline: *To be Completed by 10.1.14.***

Determine steps for communicating to residents the *Work Plan & Timeline*.

#### **2) Initial Public Outreach: *To be completed 10.31.14.***

a) Polling Firm: Hire an unbiased professional polling firm to complete the following:

i) Focus Groups: Conduct two focus groups to determine the right questions to ask our residents about Jordan River and the Property:

***To be completed 10.31.14.***

ii) Scientific Survey: Conduct a scientific survey of South Jordan residents to determine values, attitudes, and current views of the Property. Survey should assure likely voters are included in the survey process:

***To be completed 10.31.14.***

b) Report: Prepare report and review results with the City Council, staff, and public.

#### **3) Gather relevant information: *To be completed by 10.31.14.***

a) Financial Condition of the Current Mulligans Operation: ***To be completed 10.7.14.***

i) *Disposition of Loans*. City staff to consider and present to the City Council the following:

(1) an accurate breakdown and description by source of Mulligans funding from acquisition through June 30, 2014,

(2) an identification of that funding which is properly considered as loans payable back to the City, and

(3) a presentation of options regarding those amounts due by Mulligans to the City.

ii) *Fund Accounting*. City staff to present to the City Council information about the alternatives, advantages, and disadvantages of:

(1) retaining the operation of Mulligans within an Enterprise Fund,

(2) the transfer and operation of Mulligans within a Special Revenue Fund, and

(3) the use of any other legal and practical means for distinct accounting and fund reporting of Mulligans operations within the guidelines of governmental accounting standards and audited CAFR presentations.

b) Options for improving the current Mulligans operation: ***To be completed 10.31.14.***

- i) *Retain Golf Consultant:* City to negotiate a contract for the following:
  - (1) a management review of the Mulligans operation, and
  - (2) a proposed business plan to improve the Mulligans operations and profitability which could include also drawings/sketches as to any possible improvements to Mulligans, provide construction redesign, sketches, and projected costs for an overhaul of Mulligans.
- ii) *City Staff Recommendation:* Contract and scope of services to be presented to the City Council with a recommendation of the City staff.

c) Options for modifying Mulligans: ***To be completed 10.31.14.***

- i) *Agreement with Development Consultant:* Negotiate agreement and scope of work with the City's previously selected development consultant, the Boyer Company, to provide alternate options for development consistent with the original RFQ under which the Consultant was selected:
  - (1) Consultant to provide drawings/sketches of options and features consistent with ideas previously suggested by the Council; and
  - (2) Consultant to provide projected construction costs.
- ii) *Staff Recommendation:* A Proposed contract and scope of services to be presented by the City Staff to the City Council with the recommendation of the City staff (for or against adoption).

## ***Phase 2- Refine the Direction***

**1) Select Options for Further Public Input on the Operation/Development of Mulligans: *To be completed 10.31.14.***

- a) Obvious Preference Not Revealed by Focus Groups and Public Survey: If the results of the Focus Groups and the Scientific Survey DO NOT REVEAL a well-defined preference on the part of residents for a clear direction regarding the future use of the Property, then the following will occur:

- i) Based upon the Public Focus Groups, the Public Survey, Council and Staff financial analysis, Golf Consultant recommendations, and Development Consultant recommendations, the City Council will designate/select three or four options/alternatives regarding the Property for public dissemination and public input.
  - ii) Such options will minimally include options to continue the current Mulligans operation in some form and options to repurpose the Property.
- b) Obvious Preference Revealed by Focus Groups and Public Survey: If the results of the Focus Groups and the Scientific Survey DO REVEAL a well-defined, clear preference on the part of residents for a specific direction regarding the future use of the Property, the following will occur:
- i) The City Staff will prepare information for Council discussion and final approval to be presented and socialized to the public for input.
  - ii) Information to be developed may include financial analysis, timing for implementation, drawings, and other information the City Council deems useful.

**2) Public Outreach to Socialize Options: *To be completed by 1.15.15.***

- a) Media: Advise residents of selected options using City web page, utility billing mailing, Valley Journal, press releases, and other methods to be determined by City Council and Staff.
- b) Town Hall: Hold "Town Hall" meetings in each City Council District to include at minimum the following:
  - i) Preliminary Options/Designs: Option(s) will be presented to include also an estimate of cost to taxpayers.
  - ii) Resident Opinion and Input: Allow residents who attend to vote on options and provide recommendations to enhance the proposed options.
- c) Second Survey: Conduct a second scientific survey measuring public opinion on the refined options.

***Phase 3- Final Decision***

**1) Receive Final Public Input: *To be completed 1.30.15.***

- a) Hearing: Hold public hearing on options.

- b) **Media:** Invite feedback, ideas and suggestions via select media such as web site, Twitter, Facebook, news media, and text messages.

**2) Arrive at Final Council Decision by Resolution: *To be completed 2.15.15.***

**\*NOTE:** The dates included in the Work Plan are targets only. As many of the tasks to be completed involve interaction among the consultants, the City Council, the public, and the City Staff, adjustments may be appropriate to either shorten/lengthen time periods, or add/modify tasks.